



# **JOB SATISFACTION AMONG DOCTORS AS RELATED TO LOCUS OF CONTROL AND CERTAIN DEMOGRAPHIC VARIABLES**

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*by*

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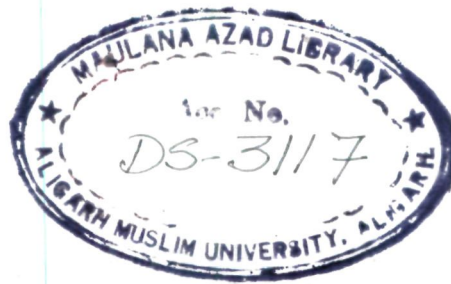
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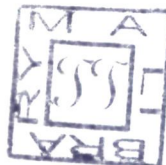
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CERTIFICATE

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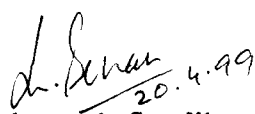
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### CERTIFICATE

This is to certify that the dissertation entitled "JOB SATISFACTION AMONG DOCTORS AS RELATED TO LOCUS OF CONTROL AND CERTAIN DEMOGRAPHIC VARIABLES" submitted by Mr. Nasir Ali for the award of degree of M. Phil in Psychology has been carried out under my supervision. The dissertation is his own work suitable for submission to the examiner for evaluation.

  
20.4.99  
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## **JOB SATISFACTION**

The significance of work experience and how it affects attitudes and values about work is much important for individual as well as the organisation. The success or failure of an organisation to a great extent depends upon a satisfied/dissatisfied work force because people spend a sizable portion of their waking life in their work, so on 'humanitarian' grounds this portion of their working life should be to an extent pleasant, agreeable and fulfilling. A dissatisfied work force can distort and blur the organisational game plan, hence it becomes essential for every organisation to maintain a congenial and conducive work environment, which may evoke high level of job satisfaction among the employees and it is better placed to pursue its objectives.

The term "job satisfaction" was brought to lime light in the research literature by Hoppock in 1935. He reviewed neumerous studies on job satisfaction conducted prior to 1933 and found that job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say, "I am satisfied with my job". Such kind of descriptions indicate a variety of variables



that influence the satisfaction of the individuals but it does not make more clear about the nature of job satisfaction.

While reviewing the literature on job satisfaction, it is observed that the term job satisfaction has been used differently by different investigators. They used terms like "morale", "motivation" and job satisfaction interchangeably in different studies (Milton, 1956).

According to Drever (1956) Job satisfaction can be defined as "the end state of feeling". In this definition the use of word end is emphasised that the feeling is experienced by an individual after a task is accomplished or an activity that has taken place whether it is highly individualistic effort or a collective endeavour in completing the task. The tasks or the activities could be very minute or large. They could be easily observable or could just be experienced. But in all cases they could be satisfying certain needs. The feeling might be positive or negative depending upon whether the need is satisfied or not and could be a function of the efforts of the individual on the one hand and situational opportunities available to him on the other.

Job satisfaction may be described in terms of attitude toward the job. Like any other attitude, it represents a complex assemblage of cognition (beliefs or knowledge), emotions (feelings, sentiments or evaluations) and behavioural tendencies. But here it is necessary to focus on the concepts of morale and the job satisfaction. Both morale and job satisfaction refer to positive emotional states which may be experienced by employees. As defined by Viteles (1953) "morale is an attitude of satisfaction with desire to continue in and willingness to strive for the goals of a particular group or organisation." It appears from this definition that morale is more future oriented, while satisfaction is more present and past oriented. Morale is often group based on a sense of common purpose and the belief that group goals can be attained and are compatible with individual goals while satisfaction typically refers to the appraisal made by an individual regarding his job situations. As pointed out by Kahn and Katz (1953) that the morale comprising three dimensions, viz, satisfaction with job, satisfaction with supervisor and satisfaction with organisation/company/enterprise. Gordon (1953) on the basis of factor analysis of scores on 'morale' and 'need satisfaction' has derived four factors: (i) general satisfaction, (ii) recognition of status, (iii) self-respect, and (iv) an undefined factor.

Ganguli (1954) on the basis of factor analysis of a morale survey, derived three factors -- satisfaction with technical and organisational aspects of supervision, satisfaction stemming from supervisor as a person, and satisfaction derived from the benefits of employment and over-all confidence and satisfaction with the organisation.

Roach (1958) found twelve factors of job satisfaction. In addition to a general or 'halo' factor, and a subgeneral factor of general attitude toward supervision. Besides these two factors he also found two group factors: (i) pride in company, (ii) intrinsic job satisfaction, (iii) satisfaction with setting up and enforcing job standards, (iv) satisfaction with supervisory considerations, (v) work load and pressure, (vi) feeling that management is interested in the individual worker, (vii) salary administration, (viii) communication, (ix) development and progress, and (x) co-workers.

Pestonjee (1973) reviewed various factor analytic studies and defined morale as "an attitude of employee which prediaposes them to view their leaders (supervisor), their company and its policies as contributing to or thwarting their need satisfaction - an index of their regard for the organisation which employs them".

Crites (1969) tried to make distinction between job satisfaction, vocational satisfaction and morale. He states that job satisfaction refers to the satisfaction derived from over-all job in which the individual is employed at present. If it is the type of work in which the individual has been trained and/or has gained experience in several jobs (two or more), then the concept would be referred to as vocational satisfaction. And if, the referent includes the work group and/or employing organisation as well as job or vocational satisfaction, the concept would be morale. Crites states that Harman's study of 1966 also made distinction between the vocational satisfaction and job satisfaction.

Smith (1955) suggests that job satisfaction is "the employees judgement of how well his job on the whole is satisfying his various needs." The concept of need satisfaction as advocated by Maslow (1943) seems to be good analytical tool. The theory of need hierarchy makes certain basic assumptions. There is cause and effect relations i.e. human behaviour is caused an individuals need structure and the behaviour is goal-directed and ultimately achievement of goal is being the satisfaction of need. In other words create a sort of dissonance or tension in an individual and motivates him to take such action which will lead to need

fulfilment. Thus, Maslow's need hierarchy theory of motivation explains that the job which are able to satisfy more of the needs of the individuals, job would be the resultant in greater satisfaction on the part of the employees.

"Job satisfaction refers to the favourableness or unfavourableness with which employees view their work," Paul (1977). It express the amount of agreement between one's expectations of the job and the rewards that job provides to the person. Since job satisfaction involves expectations, so it is to be related with Adams' (1965) equity theory of motivation. This theory explains that the perceptions of fairness or equity have a major influence on motivation of the preson. It is greatly concerned with each person's feelings of fairness about the rewards - psychological, social and or economic received from an organisation. The theory states that employees tend to determine fairness by considering their inputs and rewards on the job in comparision with those of other people. If the comparision is equal, the employee feels treated farily, which leads to jos satisfaction. If it is unequal, the employee feels inequality and is motivated to take corrective action by the management if not would lead to dissatisfaction.

Locke (1976) gave a comprehensive definition of job satisfaction as "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Job satisfaction is a result of employees perception of how well their job provides those things which they view as important.

Sinha (1974) defines job satisfaction as a "reintegration of affect produced by individuals perception, fulfilment of his needs in relation to his work and the situations surrounding it. "Janet et al. (1978) states" job satisfaction is part of life satisfaction." The nature of one's environment off the job. Similarly, a job is an important part of life, job satisfaction influences one's general life satisfaction. Van de Ven and Ferry (1980) described job satisfaction as an effective reaction of feeling of employees with job, supervision, co-workers, pay and his/her current and future career progress. The causes of employees satisfaction are not restricted to implant factors alone but they run the whole gamut of men's needs and aspirations.

Blum (1956) and Blum and Naylor (1963) described job satisfaction as a resultant of many attitudes possessed by a

worker. It is a general attitude which is the result of many specific attitudes in three areas, viz, specific job factors, individual characteristics and group relationships outside the job.

Further it becomes imperative to make a distinction of job satisfaction from job climate and job involvement. Here, it is important to note that job satisfaction is an affective or evaluative state while the concept of climate is a descriptive, cognitive, and non-evaluative construct (Wall, 1973). This classification is further emphasized in the work of James and Jones (1974), Locke (1976), Payne and Pugh (1976) and Payne, Fineman, and Wall (1976). La Fallette and Sims (1975) and Schneider and Snyder (1975) have also emphasized this distinction between job satisfaction and climate. However, Hellrigell and Slocum (1974) have suggested that a dynamic relationship exists between job satisfaction and climate.

Lodahl and Kejner (1965) distinguished job satisfaction from job involvement. As a matter of fact, a person who is involved in his job is one who takes it seriously, for whom important values are at stake in the job, whose needs and feelings are significantly affected by his job experiences

and who is mentally preoccupied with his job. Thus, a person who is highly involved in his job should be more likely to feel extremely satisfied or extremely dissatisfied (depending upon the degree of success or failure) while an uninvolved person could have less emotional reactions to the same or analogous job experience (Locke, 1976).

A job is not an entity but a complex interrelationship of tasks, roles, responsibilities, interactions, incentives and rewards etc. Thus, a thorough understanding of job attitudes requires that the job be analysed in terms of its constituent elements. These elements may be classified as conditions/events and agents. Every condition or event is ultimately caused by someone or something i.e. agent. The agent may be the self or any other individual. Every agent is liked or disliked because he is perceived as having done or having failed to do something. A more logical type of analysis should involve a consideration of not only conditions and agents separately but also interaction between them.

French, et al. (1946) compiled a list of on-the job factors which are found by various investigators as underlying causes of satisfaction and dissatisfaction of



workers. Which are as stated below :

1. Factors in the individual - ability, health, age, temperament, desire and expectations, neurotic tendencies, unconscious conflict.
2. Factors in life away from work - home conditions, recreation, consumer problems, labour union activities etc.
3. Factors in employment relations - wages or earning procedures, kind of work performed, supervision, training, conditions of work, opportunities for advancement, social relations on the job etc.

Worthy (1950) found job satisfaction to be composit of the six factors namely:

1. Company in general
2. The local organisation
3. Local management
4. Immediate supervision
5. Co-workers, and
6. Working conditions.

On the basis of intercorrelations between ten factors, Grove and Kerr (1951) concluded that 'wages' and 'liking for work associates' appear to be major components of job satisfaction.

Herzberg and his associates (1957), in their review of job attitude studies, revealed ten major factors:- (i) intrinsic aspects of job, (ii) supervision, (iii) working conditions, (iv) wages, (v) opportunity for advancement, (vi) security, (vii) company and management, (viii) social aspects of job (xi) communication, and (x) benefits.

It may be seen from the above mentioned studies that typical job dimensions that have been studied include these conditions - work, pay, promotion, recognition, benefits, conditions of work etc. Under the broad category of agents is included supervision, management, and individual characteristics etc.

Keeping in view as stated above conceptual frame work of job satisfaction which are to be a summation of employees feelings in four important areas. Two of these are related to on the job factors and other two pertaining to off-the-job factors. All these four areas with their related aspects are:

**Job** - nature of work, hours of work, fellow workers, opportunities on the job etc.

**Management** - supervisory treatment, participation, rewards and punishment, praises and blames etc.

Social relations - neighbours, friends and associates, attitude toward people in community etc.

Personal adjustment - emotinality, health, home and living conditions etc.

As for as work is concerned a person brings with him, his total personality, attitudes, likes and dislikes, personal characteristics and these, in turn influence the satisfaction which he derives from his work. Work seems to be one of the important aspects of the total life experience of an individual. It is necessary to examine how his personal characteristic influence his job satisfaction. Personal characteristics refer to such bio-social variables as age, sex, education, experience, marital status, dependents and religion etc.

A number of studies have been carried out on the relationship between job satisfaction and personal characteristics.

There could be a complex relationship between age and job satisfaction of incumbents. Generally one would expect that as the person grow older he would get greater

satisfaction with his / her job because of the experience that they would be able to perform it easily. Guha (1965) and Sinha and Agarwala (1971) found positive relationship between age and job satisfaction. Various studies revealed significant positive relationship between age and job satisfaction (Kakkar, 1983; Singh, 1985; Dixit, 1986; Srivastava, 1986; Okola and Eddy, 1994; Chandraiah, 1995; Birdi et al, 1995 and Panda et al, 1996 while other investigators revealed that age was found to be curvilinearly and significantly related with job satisfaction (Super, 1939; Dwivedi and Pestonjee, 1975). Whereas some researchers observed that age is not associated with job satisfaction (Sinha, 1958; Natraaj and Hafeez 1965; Sinha and Nair, 1965; Ghosh and Shukla, 1967; Rao, 1970; Vasudeva and Rajbir, 1976; Gupta, 1980; and Porwal, 1980; suggesting thereby that job satisfaction is independent of age.

Personal relations are established between individuals through marriage. Marriage is that social institution which admits men and women to family cycle based on mutual love and respect. Generally one would assume that with increasing responsibilities placed on an individual because of marriage, he would value his job little more than an unmarried employees/incumbent. Sinha and Sharma (1962) and

Okola and Eddy (1994) found married employees were more satisfied with their job than unmarried/single employees. Rao (1970) reported that single employees are more satisfied with their job than married employees. Some of the investigators found that there is no relationship between marital status and job satisfaction of employees (Guha, 1965; Ghose and Shukla, 1967; and Agarwala and Sinha, 1971).

Now, it is important to mention here that whether education influences job satisfaction of the incumbents. Attempts have been made to find out the relationship between education and job satisfaction of employees. Sinha and Agrawala (1971) found out negative relationship. They found low educated employees were more satisfied. The result of the study support the findings of the study conduct by Padmavathi, 1995. Whereas Rao, 1970; found positive relationship i.e. higher the education higher was job satisfaction. But he has not provided any explanation for this kind of finding.

The contribution of work experience is considered that might make a man perfect. Several attempts have been made to findout the relationship between job satisfaction and year of work experience, but did not find relationship between job satisfaction and experience (Ghosh and Skukla, 1967;

Rao, 1970; Sinha and Agarwala, 1971) whereas Narchal, Alagh and Kishore, (1984) found positive relationship between job satisfaction and work experience. Similarly Saiyadain (1985) found that respondents with 15 to 19 years of experience were found more satisfied than those with less than five years of Job experience. Further he concluded that job satisfaction incereases with increasing years of experience. Biggs et al. (1995) found a significant relation between experience and job satisfaction. Bhatt (1998) suggested that job satisfaction increases as the work experience increases. Whereas Vasudeva and Rajbir (1976) found negative relation between job satisfaction and work experience. Singh and Ojha (1989) reported a curvilinear relationship, and many researchers failed to find any such relationship between job satisfaction and experience (Kaur, 1984; Abraham, 1994; and Okola et al, 1994).

Most of the personality characteristics which are acquired but the gender is by birth. It is nature's endowment, which an individual possessed. It is the process of nature to make a ballance and save the species from extinction. Henceforth it becomes an important biographical variable to study its effect on job satisfaction. Some of the studies have been carried out to explore the effect of

sex (male - female) differences on job satisfaction. Dixit (1993) probed job satisfaction of male and female primary school teacher with respect to service conditions viz salary, physical facilities, institutional plans and policies, satisfaction with authorities, social status, family welfare, rapport with students and relationship with coworkers. The results revealed that the female teachers were more satisfied than male teachers with regard to their salary, promotion, authority, institutional plans and policies. The female teachers also enjoyed good rapport with the students and better relationship with their coworker. Padmavathi, 1995; and Panda et al. 1996, found that female teachers were more satisfied than male teachers. The sex difference observed with regard to job satisfaction of incumbants (Nagarathnamma and Bharithi, 1990; Meena and Arzoo, 1990; and Agarwala and Das, 1990). Whereas Mason et al. (1995) intended to explore the gender differences in respect of job satisfaction, reported that men and women in management did not differ interms of their job satisfaction which was studied with regard to their source of satisfaction at work.

## **Locus of Control**

Behaviour of an individual is controlled to a large extent by its consequences, locus of control was observed to be a dominating factor in determining the person's behaviour. It has been one of the most pervasively employed concepts in psychological researches. Locus of control refers to the disposition to perceive one's own behaviour or as due to extrinsic or external factors. Those who believe that they can exercise some control over their destinies are considered to be internally controlled. Externals believe that their reinforcements are controlled by luck, chance or powerful others (Rotter, 1966).

The locus of control construct is an integral part of social learning theory (Rotter, 1954; Rotter, chance and Phares, 1972). In social learning terminology locus of control is a generalized expectancy pertaining to the connections between personal characteristics and or actions and experience outcomes. This develops out as an abstraction from a number of specific encounters where the person perceives the control as a causal sequence occurring in their lives. For some individuals many outcomes are experienced as dependent upon the effort experienced in their pursuits. Such people may come to believe that the outcomes are



generally contingent upon the work put into them. So, they are supposed to act/exert themselves when engaged in important tasks on the other hand the individuals who were less responsive may fail to perceive the connections between efforts and the outcomes. As pointed by Rotter (1954) in social learning theory that the degree to which individual perceives the events in their lives as being a consequence of his own actions and thereby controllable (internal control) or as be uncontrollable on their own behaviour and therefore beyond personal control (external control).

In general locus of control has been reported as a tendency of individual predictability and control over his environment. It assumes individual differences in terms of degree to which a person feels reinforcing events in the environment as subject to his personal control, perceiving the events in life as being a consequence of his own action/effort and thereby controllable or as being unrelated to his own behaviour, therefore beyond personal control (externally controlled). Empirical researches have shown that there are some people who developed unshakable belief that valued reinforcement occur only by chance and that man is not the master of his fate. In contrast to it, some others believe that humans get their due desserts because

man is responsible for his fate. When these two concepts are put together constitute a major construct in psychological enquiry known as locus of control.

In the literature of psychology when we make use of the abbreviated terms such as I-E (internal-external) for the expedience in expression, these two terms (I-E) refer to the descriptions of one's belief or expectancies. If someone describes a person as internal, it means we are designating a person as member of a group who have expressed internal control expectancies about the particular events. A systematic descriptions of Internal-External control dimension which was given by Rotter, Seeman and Livernat (1962) and Rotter, 1966. Their analysis differentiates between I-E on the basis of the degree to which each accepts the personal responsibility for what happen to them. Another description to belief characterising I-E was given by Lefcourt (1966). Internal control refers to the perception of positive and negative as a consequence of one's actions and thus under personal control. The external control refers to the perception of positive or negative event as being unrelated one's behaviour in certain situations and therefore beyond personal control.

The I-E control has been described by De Charms (1972) in terms of origins and pawn variables whose work focuses on personal causation which is somewhat different construct than Locus of control. He defined personal causation as the initiation by an individual's behaviour intended to produce a change in his environment. When a person initiates intentional behaviour he experiences himself as having originated the intention and the behaviour. He is the locus of causality of behaviour and the person is said to be intrinsically motivated. Since he himself is the originator, so we refer to the personal as an origin. When something external to the person impels him to behaviour, then the person experiences himself as the instrument of out-side sources, and he is said to be extrinsically motivated. Since the person is impelled from without we refer to him as a pawn. We sometimes talk of people as primarily pawns implying that they more characteristically see themselves as pushed around by out side forces. DeCharms dimension focusses more upon the perception of one's self as a subject or object of actions whereas the locus of control pertains more to the perception of contingencies between actions and outcomes. Nevertheless the congruities are more salient than differences between these constructs particularly with regard to behavioural references.

Many situations in nature contain cues depending on the degree to which the reinforcements are contingent upon the subject's instrumental acts. So that the individuals have found that they are able to influence the outcomes of situations. They may behave in such a way that their actions produce the reinforcement which follow their efforts or they may feel that rewards and punishments can be meted out to them are as a discretion of powerful others and are in the hands of luck or fate. Infact the same reinforcement in the same situation may be perceived by an individual within his own control and by others as outside his own influence. If an individual is convinced that he has little control over the rewards and punishments he receives, then he has little reason to modify his behaviour in an attempt to alter the probability that those results will occur. It appears from foregoing explanation that the rewards and punishments should not be so effective in strengthening and wakening the response of the subject.

The locus of control construct utilizes three major components as far as the measurement and the prediction of one's behaviour is concerned. These three major components are as stated bellow.

1. **Behaviour Potential:** It may be defined as the potentiality of any behaviour that occur in any given situation as calculated in relation to any single reinforcement or set of reinforcement. It has been recognised that reinforcement is a major determinant of behaviour and the reinforcements are identifiable events that have the effect of increasing or decreasing the potentiality of the behaviour occurring. The reinforcement value of any reinforcement is ideally defined as the degree of preference for any reinforcement to occur. If the possibilities of occurring of that behaviour were all equal.

2. **Expectancy:** It refers to the probability or contingency held by the person that any specific reinforcement or group of reinforcements will occur in any given situation. Expectancy is not a probability that determine in actual terms but it may be considered to be operational in both ways (a) a functional probability and (b) a generalization of expectancy from other related behaviour.

3. **Reinforcement Value:** Individual differences have been found out in terms of degree to which a person percieves the Locus of control event is determined by his own behaviour or attributes rather than by fate, luck or

external forces. When a reinforcement is perceived by the subject as a result of some action of his own but not being entirely contingent upon his actions, then it might be typically perceived as the result of luck, chance, or fate as under the control of powerful others or as unpredictable because of the much complexity of the forces surrounding the person. When an event is interpreted by an individual in this way then we have levelled this kind of belief as external control. When a person perceives that the event is contingent upon his own behaviour or his own relatively permanent characteristics and this type of belief is termed as internal control.

Various measures have been developed to assess internal vs external control. The first attempt to measure individual difference generalized expectancy was begun by Phares (1957).

In fact credit goes to two eminent disciples of Rotter. Phares (1957), James (1957) have honour to develop a scale for the measurement of locus of control as an interpersonal variable. Undoubtedly Rotter's (1966) I.E scale has been widely used by the researchers to assess the generalized locus of control orientation.

Weiner (1974) added a new dimension to locus of control construct through his conceptualization of causal attribution, whether a person attributes the outcomes to internal or external causes. He further classified internality-externality on stability variability dimension providing a total of four categories of factors to which outcomes may be attributed. These are as follows:

Internal Stable - Internal stable which do not change easily for example ability.

Internal Variable - that can vary or change for example effort.

External Stable - for example difficulty of a task.

External Variable - for example luck, fate or chance.

As pointed out by Lefcourt (1976) persons with such contrasting perspective differ considerably in terms of degree to which they are able to assimilate and learn from their experiences. According to him the fatalists perceive no contingency between action and outcome while those persons exposing internal control beliefs readily perceive such contingencies.

Many studies have been conducted related to social learning theory of Rotter. The theory explains that the

perceived control occupies a central place within a systematic formulation (Rotter, 1954, 1971; Rotter, Chance and Phares (1972) where perceived controlism referred to as a generalized expectancy of internal or external control of reinforcement. The generalized expectancy of internal control refers here the perception of event whether positive or negative as being consequence of one's own action and thereby potentially under personal control. The generalized expectancy of external control on the other hand, refers to the perception of positive or negative events as being unrelated to one's behaviour and thereby beyond personal control (Lefcourt, 1976).

Researches have shown that the locus of control is associated with the cognitive activity of individuals, i.e. person holding internal control expectancies are found more cautious and calculating about their choices, involvements and personal intanglement than those with external control orientations. Seeman and Evans (1962) reported that external oriented tubercular patients had less knowledge about tuberculosis than internal tubercular patients. Investigation of this finding has been verified in a number of researches (Davis and Phares, 1967; Phares, 1968).



Another cognitive function that has been found to be associated with locus of control is attention. Phares, 1957; James, 1957; Rotter, 1970; Rotter; 1990; Rotter and Mulry, 1965 and Lefcourt, 1976, reported that internals devote more attention to decision about skilled related matters than externals. According to Wolk and Du Cette (1974); "it appears that the external does not make full use of his attentional system until stimuli are more prominent but for the internal subjects such an explanation is redundant, since his strategy has been to deal with task in more organised fashion all alone". Research findings have generally supported the notion that a belief in the contingency between one's efforts and outcomes. It is argued that the characteristics like persistence despite prominent failure, postponement of immediate pleasure etc., which are essential to any prolonged achievement effort, will occur only among those who strongly believe that they through their own efforts, achieve the desired goals. Initially this notion was supported by the work of Crandall, Kalkovasky and Preston (1962). As pointed out by Gore (1962) internals are not more resistant to the external influence, in general than external but they resist a certain type of influence. It is reported by Retchie and Phares (1967) that externals shifted their ways when the influential arguments were attributed to a prestigious government official. However,

internals did not differ in their response as a function of the status of source. Further, results obtained by James, Woodruff and Weiner (1965) supported to the Gore's findings.

In the realm of industrial and organisational researches locus of control has been considered as an important factor affecting job attitude and behaviour of people in organisational life.

Organ and Greene (1974) have reported that locus of control was significantly related with role ambiguity and job satisfaction. Mitchell, Smyser and Weed (1975) found out significant relationship between job satisfaction and locus of control. Pestonjee and Singh (1982) observed that locus of control was significantly related to only one role stressor viz, self role distance, out of eight different types of stressors studied. However, the result obtained by Pestonjee and Singh (1982) supported the contention of Organ and Greene (1974) that the relationship between role ambiguity and job satisfaction differs from those having belief in their own control of the situation (internal) to those who believe that they are controlled by some outside forces (external). Lester (1982) reported that the subjects having belief in an external locus of control experienced

more stress than the subjects who believed in an internal locus of control.

Spector (1982) reported that internals have been found more satisfied with their job than externals. In a study of bank and insurance employees Kulkarni (1983) reported a significant negative relationship between job satisfaction and locus of control. Rahman and Kumar (1984) explored the relationship of locus of control with absenteeism among blue collar workers. They found that absenteeism was independent of locus of control, job experience and educational level. Marino and White (1985) reported a significant negative effect of stress among externally controlled subjects. While Blau (1987) fully supported the finding of Spector (1982).

In a study of public sector and private sector engineers Das and Agrwal (1990) found that the engineers of internal locus of control has significantly better job satisfaction in comparison to engineers with external locus of control. It indicates that the locus of control dimension can serve as a potential personality variable that is capable of determining the goal-oriented behaviour of employees. The locus of control construct may also facilitate the understanding of individual differences in

organisation. Siu and Cooper (1998) found that internals were highly satisfied with their job while externals were dissatisfied with their job and thought of quitting the job.

It is obvious from the review of the above studies that job satisfaction has been extensively explored phenomenon. But it does not mean that shut the door of research on job satisfaction. However, much efforts have been made by a number of investigators towards understading and describing the concept and nature of job satisfaction and its impact on overall organisational performance. While progress have been made in finding out the effects of work related situation of personality of the person on job satisfaction. Comparatively a very few studies have been done to find out or to see the influence of personality variables on levels of job satisfaction of medical professinals. Keeping this view in mind the present study was planned, taking locus of control as personality vairable in proposed research. It was also aimed at determine the effect of certain biographical variables such as age, sex, marital status, experience and relagion of the subjects on the level of job satisfaction. The sample solected seems to be a unique feature of the present study. Job satisfaction has been mostly studied on industrial employees, school-college teachers, banking

employees etc. Therefore, present study was planned to conduct on doctors working in medical college. As far as the context is concerned very few attempts have been made to examine the influence of locus of control on job satisfaction.

The doctor's job satisfaction is much important for hospital management in creating patient caring culture in the hospital and high turnout of doctors with altruistic attitude. The level of satisfaction of doctors with the working conditions and other related factors seem to play significant role in dealing with the patients. A satisfied work force of doctors may provide greater support to patients.

Keeping in view the factors as discussed earlier which are associated with job satisfaction, the present study aims at to investigate job satisfaction among doctors as related to locus of control, age, sex, marital status, experience and religion. In the light of available literature the following hypotheses are to be verified.

## HYPOTHESES

1. There will not be significant difference between the level of job satisfaction score of internally and externally controlled group of doctors.
2. There will not be significant difference between the level of job satisfaction score of male and female doctors.
3. There will not be significant difference between the level of job satisfaction score of high age and low age group of doctors.
4. There will not be significant difference between the level of job satisfaction score of high experience and low experience group of doctors.
5. There will not be significant difference between the level of job satisfaction score of married and unmarried group of doctors.
6. There will not be significant difference between the level of job satisfaction scores of married male and unmarried male doctors.
7. There will not be significant difference between the level of job satisfaction scores of married woman and unmarried woman doctors.
8. There will not be significant difference between the level of job satisfaction scores of Hindu and Muslim doctors

9. There will not be significant difference between the level of job satisfaction scores of Internally controlled Hindu and Internally controlled muslim doctors.

10 There will not be significant difference between the level of job satisfaction scores of Externally controlled hindu and externally controlled muslim doctors.

## METHODOLOGY

In the foregoing chapter we have highlighted the basic concepts and reviewed relevant literature in order to probe the objectives of the present study. As we have already stated that the study was contemplated to ascertain the effects of locus of control and certain important demographic variables age, sex, marital status, experience and religion on the levels of job satisfaction. It is explicit that the job satisfaction is being considered as a dependent variable whereas locus of control and the demographic variables are the independent variables. As we have clearly stated the main objectives, of the present study and it is now imperative to focus on the process of conducting the present study. It is prerequisite for any scientific investigation to take into consideration the experimental design so as to carry out the research in a systematic manner. As pointed out by Melltiz et al. (1962) that "a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure". Infact a research design can be considered as a blue print for collection, analysis and interpretation of the data.



In the light of proposed objectives of the study, formulation of hypotheses which are utmost important for scientific investigation because it is considered as an integral part of a scientific enquiry. Thus hypotheses play significant role in carrying out the scientific research and helpful in minimising ambiguities in drawing inferences on the basis of results obtained.

#### **SAMPLE:**

Sample is the selection of a small group of individuals, objects or events from a population. The sample size is the most important factor for a study which plays a significant role in statistical analysis and in drawing inferences from the results obtained. Keeping in view the objectives of the present study 250 doctors (males = 140 and females = 108) were randomly selected from JNMCH of A.M.U., Aligarh. Age range was 26 to 51 years. Their experience on job ranged from 1 to 19 years.

The investigator personally contacted each doctor and explained briefly the purpose of the study. They were requested to spare 15-20 minutes for this purpose. The investigator gave job satisfaction Questionnaire and locus of control scale to each respondent with a request to give his/her response on a 5 point scale to each statement of Job

Satisfaction Questionnaire and the subjects was also required to choose the statement either from category "A" or "B" of the statements provided in the locus of control scale. Each respondent was asked to furnish information regarding age, sex, experience, marital status and religion. The investigator also assured them that the information gathered will be used for academic purpose only and be kept confidential.

#### TOOLS:

The following tools were used to gather informations from the subjects.

1. J.S.Q: Job Satisfaction Questionnaire developed by Singh (1987) was used to measure the level of job satisfaction of doctors. It contains 20 items and each item to be rated on a 5 point scale ranging on the continuum of highly satisfied to highly dissatisfied. The reliability of the test is .96, and its content and concurrent validity was established.
2. Locus of control scale: Rotter's Locus of control scale as adapted by "American Psychological Association (1971)" was used to identify internally and externally controlled group of subjects. The scale consists 10-pairs of statements categorised as group 'A' and 'B'. The subject has to put tick mark on the statement with which he/she agrees most

either from category A or B for all the 10 pairs of statements. The scoring was done according to the key provided to form internally and externally controlled groups.

3. Biographical Informations: The subjects were also requested to provide biographical informations such as Sex, Age, Experience, Marital Status and Religion.

### **STATISTICS:**

Selection of suitable statistical method depends upon the type of data and the design of proposed research. In the present study independent variables are locus of control, age, sex, marital status, experience, religion and one dependent variable i.e. job satisfaction. For this purpose other statistical methods can also be used but t-test was preferred over the others to analyse the data because it was found suitable in accordance with the objectives of the study. Keeping in view the main objectives of the research various comparison groups were formed. On the basis of median the age and experience of the respondents were dichotomised to see their varying effect on the levels of job satisfaction.

## RESULTS AND DISCUSSION

In chapter-I we have highlighted the objectives of the present study and also formulated hypotheses. In this study an attempt has been made to see the influence of locus of control, sex, age, experience, marital status and religion on the levels of job satisfaction of doctors. Keeping in mind the variables that have been studied and the scores obtained on each variable was statistically analysed by means of t-test, for the purpose of interpretation of the results in the light of formulated hypotheses. In order to make group comparison, variablewise systematic presentation of results and their interpretations are presented below:

TABLE -- 3.1

Influence of Internal- External Locus of control on Job Satisfaction among doctors.

Groups compared	N	MJS	SD	t
I-Locus of control	153	70.33	7.92	8.33
E-Locus of control	79	58.91	10.80	

df = 230,  $P < .01$  level of significance.



It may be observed from Table-3.1, that internally controlled group of doctors scored high on job satisfaction scale than their externally controlled counterparts. The two groups in terms of degree of job satisfaction differed significantly ( $t = 8.33 < .01$ ). It appears from the trend of result that the internally controlled group of doctors are more satisfied and support the findings of earlier researches (Spector, 1982; Blau, 1987; Das and Agarawala, 1990 and Siu and Cooper, 1998) than externally controlled group. Thus our null hypothesis was rejected. Higher degree of job satisfaction among internally controlled group of individuals might be characterised by egotistical, self confidence, clear, efficient, enthusiastic, independent, ambitions, assertive, boustful, conceited, conscientious, deliberate, persevering, clearthinking, determined, hard headed, industrious, ingenious, insightful, organised, reasonable, and stubborn (Hersch and Scheibe, 1967) whereas low degree of job satisfaction among externally controlled individuals may be attributed to "self-pitying". Therefore, there is greater degree of depilation on job satisfaction among externally controlled group of doctors. It is to be pointed out that the personality characteristics of an individual whether internally controlled or externally controlled has much relevance with the job with which the

person is associated. The medical profession is very much important from the point of view that many lives of ill people are in the hands of doctors while they are treating the patients to get them rid of their suffering. In such circumstances their own initiatives and decisions are much more important because, if they believe something worth may help them to overcome their difficulties, and the result would be positive. The higher degree of job satisfaction among internally controlled group of doctors clearly indicate that they have faith in self-efforts, abilities, insights, and clear thinking while externally controlled group of doctors showed lesser degree of job satisfaction than their counterparts may be attributed to have greater faith in luck, chance, personal and impersonal fate which they think beyond their control (Crandall et al. 1965). It may also be attributed that internally controlled doctors/individuals analyse their own actions, behaviour, outcomes, and utilized their knowledge and get positive feedback, so, they are more satisfied with the job with which they are concerned while knowledge of externally controlled doctors does not give more positive feedback, hence they are less satisfied with their job.

TABLE - 3.2

Influence of Sex difference on Job Satisfaction among doctors.

Groups compared	N	MJS	SD	t
Male doctors	142	63.37	7.76	4.51
Female doctors	108	68.48	9.59	

df = 148,  $P < .01$  level of significance.

It appears from Table- 3.2, that male doctors scored low on job satisfaction scale than female doctors. The two groups in terms of degree of job satisfaction differed significantly ( $t = 4.51 < .01$ ). The proposed null hypothesis is rejected. The result indicates that the gender or sex can serve as a potential biographical variable in determining the behaviour of medical professionals. In this study the result reveals that the female doctors are more satisfied than male doctors. The finding of present study supports the results of earlier studies (Nagarathnamma and Bharathi, 1990; Sehgal and Rana, 1990; Agarawala and Das, 1990; Dixit, 1993; Padmavathi, 1995 and Bhatt, 1998) that females were more satisfied than male whereas Ushasree et al. 1995; and

Mason et al. 1995 found no relationship between male and female with regard to job satisfaction. The result of present study can be interpreted in terms of socialisation and roles. Although males are more creative than females, hence they (females) are more satisfied and social, so that they are more satisfied with their job, because doctor's profession covers more social aspects. In our society females are taught to be nurturant as they are to be mothers and are expected to look after the children, aged, and sick to maintain the family's maryada (prestige). The result indirectly support the result of earlier study conducted on medical students that high level of achievement was found associated with high level of emotional security among females than males (Dhillon and Beri, 1983) which lead them greater job satisfaction. In our culture females learn that their existence and happiness depends upon their popularity, social acceptability and distinctive fame, hence they enjoy more with this profession might be attributed to them greater degree of job satisfaction than males.



TABLE - 3.3

Influence of Age on Job Satisfaction among doctors.

Groups compared	N	MJS	SD	t
High age	111	65.55	7.51	2.89
Low age	123	63.51	9.31	

df = 232,  $P < .01$  level of significance.

It is observed from Table 3.3, that two groups of doctors in terms of age differed significantly ( $t = 2.89 < .01$ ). On the basis of result obtained our proposed null hypothesis is rejected. The finding of present study reveals that age serves as a potential factor of biographical variable in determining the level of job satisfaction of doctors. It is found that high age group of doctors are significantly more satisfied than low age group of doctors.

It was expected that as the individuals grow older they would get greater degree of job satisfaction because of the knowledge, experience and expertise which seems to ease their job with which they would be able to perform. It many

be attributed that job satisfaction tend to increase as incumbents grow older because of the extrinsic rewards of work including income, occupational prestige, fame, authority and autonomy on the job, increase for many, although not for all incumbents. It may also be attributed to emotional maturity and confinement of person into specific type of work, and at this stage it was expected that the degree of job satisfaction of individuals may increase. In the light of result obtained it may be pointed out that the age can be one of the determinants of job satisfaction. On the other hand result may also be interpreted that aged people are more satisfied because of lesser opportunities available to them. The result of present study is in support of the findings of earlier researches (Singh, 1985; Dixit, 1986; Srivastava, 1986; Riggs et al. 1995; Birdi et al. 1995 and Bhatt,1998). Whereas some earlier researches are contrary to present finding (Chandraiah, 1994; and Orpen, Christopher, 1995).

TABLE - 3.4

Influence of Experience on Job Satisfaction among doctors.

Groups compared	N	MJS	SD	t
High experience	109	65.91	9.28	2.29
Low experience	115	62.87	10.25	

df = 222,  $P < .05$  level of significance.

As shown in the Table - 3.4, that the mean job satisfaction of high experienced group of doctors is found 65.91 with SD 9.28 whereas mean job satisfaction score of low job experienced group is found 62.87 with SD 10.25. The two groups differed significantly with respect to their level of job satisfaction ( $t = 2.29 < .05$ ). Thus the proposed null hypothesis was rejected. The result obtained is in the support of the findings of Suar, D. and Sharma, M.B. 1994; Bigs et al. 1995 and Bhatt, D. J. 1998 that high experienced group of incumbents showed higher degree of job satisfaction than low experienced group of incumbents. Whereas some earlier researchers (Mary, 1987; Okola and Eddy, 1994; and Abraham, 1996) found that the work experience did not show any significant effect on job

satisfaction. The work experience seems to be significant factor as far as the level of job satisfaction of doctors are concerned due to the nature of work. The result may also be interpreted that by virtue of experience they became expertise diagnose diseases clearly and rid of the patients suffering. So, they are more satisfied with their job.

TABLE - 3.5

Influence of Marital status on Job Satisfaction among doctors.

Groups compared	N	MJS	SD	t
Married doctors	138	68.64	7.76	5.54
Unmarried doctors	112	62.60	9.28	

df = 248,  $P < .01$  level of significance.

It is evident from Table - 3.5 that the two groups of married and unmarried doctors differ significantly ( $t = 5.54 < .01$ ). The proposed null hypothesis is rejected. The degree of job satisfaction among married doctors irrespective of gender are significantly higher than the unmarried group of doctors. Result indicates that

marital status appeared as a factor influencing the level of job satisfaction. The finding of present study is supported by earlier researches (Sinha and Sharma, 1962, and Bhatt, 1998) that married incumbents/employees are more satisfied with their job than unmarried/single incumbents. But in contrast to result of present study Rao (1970) found single employees were found more satisfied with their job whereas Sinha and Agarawala (1971) and Okolo and Eddy (1994) argued that no significant relationship was found between marital status and job satisfaction.

The present study reveals that married doctors are more satisfied with their job than unmarried doctors. Higher degree of job satisfaction among married doctors can be attributed to increasing personal and social responsibilities on them when they get married, and it was believed that they would value their job more than unmarried persons because of social obligations. It can also be interpreted to some extent that married person have to adapt compromising attitude to cope with the circumstances, for instance when they settle their family in any proper place, it becomes difficult for them to move anywhere else inspite of getting opportunity. Therefore married doctors might be more satisfied than unmarried doctors.

TABLE -- 3.6

Influence of Marital status on Job Satisfaction among male doctors only.

Groups compared	N	MJS	SD	t
Married males	81	65.71	10.91	.48
Unmarried males	61	64.86	9.93	

df = 140,  $P > .05$  level of significance.

Result presented in Table -- 3.6 shows that married male doctors and unmarried male doctors do not differ significantly in terms of their degree of job satisfaction ( $t = .48 > .05$ ). It is found that married males and unmarried males gave similar weightage to their job. Result may be interpreted in the light of our patriarchal society where males are considered as earner of livelihood, hence married males and unmarried males are sharing the same responsibilities, therefore, they do not differ in terms of their level of job satisfaction.

TABLE -- 3.7

Influence of Marital status on Job Satisfaction among female doctors only.

Groups compared	N	MJS	SD	t
Married females	57	71.29	11.22	5.49
Unmarried females	51	60.14	9.94	

df = 106,  $P < .01$  level of significance.

As shownn in Table - 3.7 that the two groups of married female doctors and unmarried female doctors differ significatly with regard to the degree of job satisfaction ( $t = 5.49 < .01$ ). The married women are found significantly more satisfied than unmarried women doctors. The fact is that married females have a definite position, status and prestige in their families andenjoy more power (Fatima and Kureshi, 1984) to be attributed to greater degree of job satisfaction. It is generally accepted that the range of married females considerably expanded in comparision with unmarried females in different realms. As they have lesser social constraints and influence their spouse, colleagues

and children which might have lead greater degree of satisfaction on their job. As far as unmarried females are concerned they have restricted boundries to move around, and dependent on their parents, even if they are earning, they have to adhere the values of society and family norms. The status of unmarried females are determined according to the perceptions and evaluations of socity (Mukherji,1975). Indian society inculcates among them certain degree of self doubt (Nandy, 1975). This type of feeling of restriction and social comparision seems to be the cause of low degree of job satisfaction. Although, in this study sex variable (female) emerged one of the leading biographical factors of job satisfaction. Low level of job satisfaction among unmarried female doctors may also be attributed to their high expectations regarding groom selction and delay in marriage.



TABLE -- 3.8

Influence of Religion on Job Satisfaction among doctors.

Groups compared	N	MJS	SD	t
Hindu doctors	102	61.54	10.65	.18
Muslim doctors	148	61.77	8.62	

df = 248,  $P > .05$  level of significance.

It appears from Table - 3.8, two religious group of doctors -- Hindu and Muslim do not differed significantly with regard to the degree of job satisfaction ( $t = .18 > .05$ ). Hindu and Muslim group of doctors showed almost similar degree of job satisfaction. Our proposed null hypothesis is accepted. It may be interpreted that both the group of doctors are equally God fearing and having altruistic attitude towards patients, so they have expressed similar feeling of job satisfaction.

TABLE -- 3.9

Influence of Internal locus of control on Job Satisfaction among Hindu and Muslim doctors.

Groups compared	N	MJS	SD	t
I-Loc Hindus	66	70.17	9.19	.13
I-Loc Muslims	87	69.99	8.48	

df = 151,  $P > .05$  level of significance.

As shown in Table -3.9 that the mean job satisfaction of I-Loc Hindus was found 70.17 with SD 9.19 and mean job satisfaction of Muslim was found 69.99 with SD 8.48. The two groups I-Loc Hindu and I-Loc Muslim doctors do not differ significantly on job satisfaction scale ( $t = .13 > .05$ ). For the interpretation of result referring the discussion of table - 3.1.

TABLE - 3.10

Influence of External locus of control on Job Satisfaction among Hindu - Muslim doctors.

Groups compared	N	MJS	SD	t
E-Loc Hindus	30	54.88	9.47	3.40
E-Loc Muslims	49	62.33	9.50	

df = 77,  $P < .01$  level of significance.

As shown in Table - 3.10, the two groups of E-Loc Hindu and E-Loc Muslim doctors differed significantly in terms of their degree of job satisfaction ( $t = 3.40 < .01$ ). The proposed hypothesis is rejected. Externally controlled Muslim doctors scored significantly higher on the job satisfaction scale than their Hindu counter part. Result may be interpreted according to Hindu mythology and Muslim theology. Lesser degree of job satisfaction among Hindu incumbents may be attributed to the theory of reincarnation which is based on Hindu mythology of Karma. The trend of result shows that muslims who have greater faith in outside forces which are behind their control may be the result of their strongest faith in luck and not in their own destiny.

This kind of faith in externally controlled muslims may be attributed to their blind faith that every activity in the universe is directly under the control of Almighty, so their own efforts have not much importance in curing and recovery of health of patients, they provide only physical support and recovery of health of patients totally depend upon the grace of Almighty (Allah). Externally controlled muslim doctors neither claim any grief no any better result to themselves, whereas externally controlled Hindu doctors claimed that curing of patients are their own acheivement while miseries and grieves are associated to God, which are beyound their control. Lesser degree of job satisfaction among externally controlled Hindu doctors may also be interpreted interms of over expectations which are not fulfilled by the adminisitation of college and hospital.

It appears from the trond of resutls that all the groups of doctors were found satisfied but they differ in terms of the degree of satisfaction with their job.

The result of present research revealed that the internally controlled group of doctors were more satusfied than externally controlled group of doctors.

Sex difference emerged as one of the leading biographical factors of job satisfaction among doctors. Female doctors were found more satisfied than male doctors. It was also found that the doctors older in age were more satisfied with their job than the doctors who were younger in age.

Result showed that married doctors were more satisfied than unmarried doctors but married male and unmarried male doctors did not differ significantly. On the other hand married female doctors were found more satisfied than unmarried female doctors.

It was also found that Hindu-Muslim group of doctors did not differ in terms of degree of job satisfaction. But externally controlled group of Muslim doctors were found more satisfied than externally controlled group of Hindu doctors.

For further research in this area requires an extensive investigation, using multi religious groups such as Hindu, Muslim, Sikh, Shriistian, Buddhist, Jain etc. Besides doctors of medical college the sample should be selected from private nursing homes, Government hospitals and health centres to make the study more comprehensive.

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Instruction:

Here, some of the situations have been given below and you are requested to read all statements carefully and assign a number against each statement in terms of your satisfaction/dissatisfaction in the manner given below -

- Give a score of '5' if you feel highly satisfied
- Give a score of '4' if you feel satisfied
- Give a score of '3' if you feel moderately satisfied
- Give a score of '2' if you feel dissatisfied
- Give a score of '1' if you feel highly dissatisfied

1. Physical working conditions. -----
2. The freedom to choose your own method of working. -----
3. Your fellow workers/colleagues -----
4. The recognition you get from good work. -----
5. Your immediate boss. -----
6. Amount of responsibility you are given. -----
7. Opportunities to use your abilities. -----
8. Relations with management and workers. -----
9. Your rate of pay. -----
10. Your chances of promotion. -----
11. The way your firm/organization is managed. -----
12. The attention paid to suggestions you made. -----
13. Your hours of work. -----
14. The amount of variety in your job. -----
15. Your job security -----
16. Opportunity to help others with personal problems at work. -----
17. Chances to learn new things. -----
18. Power and prestige in the job. -----
19. Opportunity to make decisions -----
20. Opportunity to achieve something worthwhile -----

Name \_\_\_\_\_ Department \_\_\_\_\_  
Age \_\_\_\_\_ Sex \_\_\_\_\_ Work Experience \_\_\_\_\_  
Marital Status \_\_\_\_\_ Religion \_\_\_\_\_



## Instruction

You are requested to read the following statements carefully and tick mark (v ) whether you agree more with choice A or choice B.

A

B

- |   |   |
|---|---|
| 1. Making a lot of money is largely matter of getting the right breaks                                    | 1. Promotions are earned through hard work and persistence  |
| 2. I have noticed that there is usually a direct connection between how hard I study and the grades I get | 2. Many times the reactions of teachers seem haphazard to me  |
| 3. The number of divorces indicates that more and more people are not trying to make their marriages work | 3. Marriage is largely a gamble   |
| 4. It is silly to think that one can really change another person's basic attitudes.                      | 4. When I am right I can convince others  |
| 5. Getting promoted is really a matter of being a little luckier than the next person                     | 5. In our society a person's future earning power is dependent upon his or her ability                        |
| 6. If one knows how to deal with people they are really quite easily led.                                 | 6. I have little influence over the way other people behave   |
| 7. The grades I make are the result of my own efforts; luck has little or nothing to do with it.          | 7. Sometimes I feel that I have little to do with the grades I get  |
| 8. People like me can change the course of world affairs if we make ourselves heard.                      | 8. It is only wishful thinking to believe that one can readily influence what happens in our society at large |
| 9. A great deal that happens to me is probably a matter of chance   | 9. I am the master of my fate   |
| 10. Getting along with people is a skill that must be practiced   | 10. It is almost impossible to figure out how to please some people   |